WORK AWAY TELEWORK TRAINING MANUAL

GEORGIA GMS MERIT SYSTEM

Georgia Merit System

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Telework Training Manual
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Teleworker Manual

Introduction

It’s remarkable. The idea of working at home is nothing new, but during the past few years, teleworking has been unveiled as a realistic solution to some very serious problems. Why? Look at the freeways and roads. They’re crowded, and the amount of traffic is increasing faster than we can expand them. Delays in getting from home to the office and back are already affecting the way you schedule things.

Today it’s often easier to bring the work to the worker than vice versa. Teleworking is one way to address these problems and it may be the best way. Technology has evolved so far and so fast in the past few years that access to home computing and communications is both affordable and efficient. Workers can do virtually anything at home that can be done in the office. Millions of Americans already work at home, at least part of the time. The state’s teleworking program, however, formally enables participants to work at home when appropriate. This innovative program will give participating state employees more flexibility in their work and lives. This manual offers suggestions to help you work at home successfully. Implicit in this manual is the expectation that it takes two to telework: the manager and the employee. The state’s teleworking program is a way to help you work better and smarter. If you find that teleworking is not for you, no problem. Teleworking is voluntary. However, if you find that teleworking helps you to maintain or increase your level of job performance, great! You’ll be part of a growing group of state employees spending more time on work instead of on the freeway.

I. Successful Teleworkers

Teleworking is a management option that allows selected, eligible employees to work at home or another alternate work site. Offering the opportunity to work at home is a management option—teleworking is not a universal employee benefit. Supervisors are encouraged to select those candidates who are the right kind of worker, have the right kind of job, and have the right home environment to be successful teleworkers.

Teleworking is not appropriate for every employee or job. Experience has shown that the best teleworkers have at least some of these qualities. They:

- require minimal supervision
- require minimal social interaction
- have a high level of job knowledge and skill
- prefer their home environments at least some of the time
- are self-motivated
- want to telework
- are well organized
- demonstrate a high level of productivity
- are comfortable with the idea of working alone
- have a reliable work history
- have a full understanding of the operations of the organization
- trust their supervisors
- establish priorities and manage their time
- like to work independently
- write a to-do list for each work day
- schedule/plan work ahead
- know job goals and objectives
- keep in touch with supervisor
- let supervisor know when a deadline can't be met

Successful teleworkers usually have responsibilities (in part or full) where the individual works alone, for example:

- accounting
- analyzing data
- auditing reports
- calculating
- computer programming
- conducting business by phone
- data entry
- design work
- drafting

- editing
- evaluations
- graphics
- planning
- preparing budgets
- programming/monitoring contracts
- project management
- reading
- report writing
- research
- sending/receiving e-mail
- software development
- spreadsheet analysis
- typing
- word processing
- writing

Working at a remote location decreases the amount of supervision and feedback immediately available to an employee. For teleworking to be possible, some amount of work must be done at home without feedback or approval. In many cases, the employee will benefit from spending time alone. However, if an employee plans to work at home over 50 percent of the time, he or she should be confident about making independent decisions.

Social Interaction

Isolation is a big adjustment teleworkers have to make. Eventually people must compensate for social breaks at the coffeepot by keeping in contact in other ways (phone, email, etc), or by catching up when in the office. However, some people may dismiss the possibility of teleworking right away, knowing that they need social contact on a frequent basis in order to work productively. Each person has his or her individual social and professional needs. Effective work options should improve professional and personal development. Deciding not to telework is not a failure, but instead an opportunity to gather more information about scheduling options that work best for you.

Organization and Time Management Skills

At the office, there are many subtle cues to keep a person on track. However, at home it is more difficult to manage time and stay organized. Some people might have a tendency to talk with friends or family or do things around the house, and the work may not be as structured as the office. The more organized an employee is, the more productive he or she will be as a teleworker. Potential teleworkers can use the following test to evaluate their organization and time management skills.

a. Begin by creating a work journal (a composition notebook is fine) and document your assignment goals for one week. This is a self-test so don't worry about impressing anyone but yourself.
b. At the beginning of each workday, document the goals (from the work journal) you wish to achieve on that particular day.
c. At the end of the workday, compare the goals you achieved with the goals you wished to achieve. How did you do? Did you (successfully) complete 3 of the 5 goals you identified? Then your daily productivity rating is equal to 60% (on a 100% scale each goal was worth 20%).
d. Can you identify ways in which you could have been more productive?
e. Of the areas of improvement that you identified, which factors are within your control? Identify areas of improvement that you have the ability to affect in your professional life.
f. Begin practicing the improvement lessons that you are learning in your daily work.
g. Is your productivity increasing?

Productive teleworkers have the ability to manage their professional improvement. They are capable of identifying areas in need of improvement, resources necessary to obtain this improvement, and continuously evaluate their professional development.

Self-Motivation

It can be difficult for some employees to work when no one is checking up on them, or when coworkers aren't passing by the office to see them working. Teleworkers must develop regular routines and set deadlines for completion of work. Successful teleworkers are people who can reward themselves for being productive.

Concentration

If a high amount of concentration is required on the job, then teleworking could increase or decrease productivity depending on the situation at home and in the office. If space is limited and employees are sharing an office, working at home may decrease interruptions for employees on and off-site.

Performance and Tenure

Teleworkers should be good performers. On your last performance evaluation, were there specific problems or developmental needs that were evident? Think about how these might relate to teleworking.

Employees who have been on the job a long time are naturally more familiar with their tasks, as well as their coworkers. Coworkers who are unfamiliar with the teleworker may be less likely to call when assistance or input is needed from the teleworker. The teleworker may also be less likely to contact people that he or she doesn't know. Teleworking is not absence from the work team. Successful teleworkers develop communication plans that encourage participation in the team environment whether working from an alternate site or in the office.

Training

Prior to teleworking, teleworkers and their telemanagers must participate in formal training. Telemanagers need to participate in formal training one time only. For future teleworking agreements, the telemanagers will meet with the teleworker individually to discuss objectives and prepare the teleworking agreement. Divisions and specific agencies are responsible for referring their teleworker candidates and new supervisors for training in a timely manner. Your agency telework coordinator and/or the state coordinator are resources for more information.

Reporting

A process for reporting agency telework activity is necessary to document the fuel commute savings and mode of transportation used by the teleworker. Initially, the teleworker's reporting information is gathered on the Work Away Information Form. Completion of this form is required to document the agency and teleworker activity. Occasionally, email surveys will be distributed to telemanagers and/or teleworkers to access the qualitative (quality) factors related to telework activity. This information is used by the State of Georgia to document and assess the impact of teleworking on traffic congestion, air quality, energy use, employee savings and human resource variables such as employee satisfaction, retention, and recruitment. Your agency telework coordinator and/or the state coordinator are resources for more information.

Customers

Customers are people both inside and outside your organization. Teleworkers should work cooperatively with the telemanager to develop client management practices that encourage customer/client contact. A plan should be in place that affords the customer and the teleworker an effective exchange of business communication.

Office Staff and the Teleworker

✍ *Coworkers*

Coworkers and teleworkers need to be sensitive to each other's needs. As soon as an employee has set a start date for teleworking, the arrangement should be discussed with others in the work group to inform them of when the teleworker will be out of the office and how to communicate during those times. Teleworkers should give coworkers alternate contact information. If teleworkers will be working outside the standard work hours, coworkers should be informed of this. If a coworker has a conflict with the schedule and needs the teleworker present for face-to-face communication at a time when the teleworker plans to be out, discuss how this might be corrected. If teleworkers remain flexible with their remote work arrangements, scheduling is easier and the transition smoother when they return to the office full time. However, there must be flexibility on both sides. Teleworkers will have to stay in contact with people outside of the department as well as their work group. There should be a communication system set up so that people can contact them on the days they work at home. Teleworkers should be highly accessible.

✍ *Key Contact*

Teleworking should not put extra strain on the workers in the office. Communication is the best solution to this potential problem. Always keep coworkers informed of schedules and projects that concern them. This will mean that the teleworker's time spent in the office may consist of many meetings and face-to-face interactions. In any case, teleworkers should designate a key contact person in the office who can assist them and keep them informed of important events. These key contacts could be someone they work with on a project, administrative support people, or their managers. They could also assist with favors such as getting information from a file or sending a fax. If teleworkers have to depend on key contact people for numerous favors, they are probably not planning well, or the tasks they are doing at home may be unsuitable for remote work. Remember, finding the best solution to a problem can make everyone a winner.

✍ *Administrative Support*

If there is an administrative person supporting the teleworker, it is important that he or she knows the details of the arrangement, such as the days that the teleworker will be out and how to stay in contact. The administrator should know how to handle situations when people call or come by looking for the teleworker. The teleworking employee should communicate frequently with the administrative support person.

II. Teleworking Tasks

Tasks that can be successfully managed in telework programs are those where the individual already works alone handling information, such as writing, reading, analyzing, telephoning, computer programming, word processing, data entry or jobs involving considerable work-related travel. Although there are no hard and fast criteria, there are considerations that should be addressed on a case-by-case basis, related to specific jobs and job duties. The suggested considerations below should be explored in regard to any potential teleworking position.

Job Knowledge

Do you have the necessary knowledge to perform the required job tasks at home, or do you need close supervision or input from others that is only available at the central office?

Public/Agency Contacts

What portion of your job is devoted to face-to-face contact with other agencies, the public, or internal agency staff? Can this contact be structured to allow for communication via phone or computer, or grouped into non-telework days, or can alternatives be established to provide this contact on teleworking days?

Reference Materials

What portion of your job requires the use of reference materials or resources located in the central office? Can these resources be easily taken home for a day or two without interfering with the job performance of coworkers? Are these resources available through other means such as a computer accessible library service or a community or university library?

Use of Computers

Although computers are not necessary to telework, if you are using a home computer, is the response time on your computer equipment fast enough to allow for required productivity? Are mainframe computer and/or network access needed? Is connection to the Local Area Network (LAN) at the central work place required? Contact your agency coordinator if you have any questions regarding the capabilities of your equipment. It is highly recommended that the teleworker test the capabilities of any

personal equipment proposed for use in the teleworking agreement prior to teleworking.
(Refer to the *Work Away Technology and Security Resource Guide* for additional information.)

Information Security

What portion of the job uses secured or otherwise confidential information? Can the integrity of that information be secured in accordance with your agency's information security policies if it is remotely accessed?

Special Equipment

What portion of your job relies upon access to photocopiers or other specialized equipment? Can equipment needs be managed to allow them to be met on non-telework days or can these needs be serviced by a facility (with agency approval) near the employee's telework office?

Task Scheduling

Can tasks, which can be completed away from the central office, be grouped and scheduled for teleworking days? Can staff meetings and conferences be grouped and scheduled for non-telework days or accommodated with teleconferencing?

Travel

Does your job involve fieldwork? Can trips begin or end at the telework office rather than at the central office? Remember that establishing a remote work location in the teleworker's home does not make the teleworker's regular commute to the office a business trip.

Employee Work-related Characteristics

Are you experienced and knowledgeable in your job duties? Are you motivated and self-directed? Do you demonstrate an ability to independently establish priorities and manage your time effectively? Do you consistently and conscientiously pursue high quality work?

Screening Factors

Employees who are successful teleworkers generally have a number of work-related characteristics in common, including such qualities as:

- ✍ A history of reliable and responsible job performance
- ✍ Full understanding of the operations of his/her agency
- ✍ The trust of his/her manager

- An ability to establish priorities and manage his/her own time
- A conscientious pursuit of high-quality work production

Disabled Employees

Teleworking may be an option for people who find it difficult to commute to work, wish to continue working through a convalescence period, or are considered unemployable because they cannot leave their home, but are able to perform work independent of location. In most cases these employees should meet the teleworking screening criteria that an agency applies to its teleworkers. Teleworking schedules should be established to balance management's needs for face-to-face meetings with reasonable accommodation for the employee's disability.

Teleworking Is Not for All Employees

When some people think of teleworking, the first thing that comes to mind is "Great! I get to stay home one or two days a week with the kids." Telework is not a substitute for childcare. Those who are not familiar with teleworking may tend to think of it as a way to escape the office. Teleworking involves hard work, dedication and adjustment. True, there are many advantages to teleworking; however, there can also be disadvantages. Some teleworkers may have to adjust to being isolated from coworkers. They no longer have an office mate close by to ask for feedback or talk about what they did that weekend. Instead, they have to discipline themselves to get started and stay on track. High-performance employees are generally more suitable for telework.

III. Home Office and Safety Ergonomics

You might want to spend some time thinking about where you will be working. **Use this portion of the manual as a guide when completing your work place safety certification.** Is the workspace quiet? How's the lighting? Do you have the equipment necessary to do the job? The following suggestions should help you create a comfortable and safe working environment.

Employee Home Office

The teleworker and his/her family must ensure that the home office is just that, a space designated for the employee to work. Your family responsibilities must be arranged so as not to interfere with work time at home. Understanding home safety is critical. The home should be free of hazardous materials; wiring and gas lines should be up to the local building codes and structurally safe. The teleworker will be required to sign a statement that proclaims the home safe for teleworking. To ensure that productive working conditions exist, it may be necessary for the state to make on-site visits at mutually agreed-upon times. However, this will be handled by the agency on a case-by-case basis.

Your Desk

Conventional desk surfaces are usually 29 inches high, but you should choose whatever height feels most comfortable. The recommended height for computing surfaces is 26 inches. The desk should be sturdy enough to handle the weight of any peripheral equipment, such as computers, printers, fax machines, telephones, etc. If you will be working without a computer, you may find a slightly taller desk to be more comfortable.

Your Chair

This is probably the most important piece of furniture in your home office. The seat should be adjustable and the height of the top of the seat to the floor should be 15-21 inches. Both the height and the angle of the backrest should be adjustable. It should provide support to the back of the waist. Remember, you may be sitting in the chair all day.

Lighting

Lighting can affect your comfort and performance. Whether you are using natural or artificial lighting, it should be directed toward the side or behind your line of vision, not in front or above it. Bright light sources can bounce off working surfaces and diminish your sense of contrast.

Noise

A totally noise-free environment can be stressful. Psychologically, some background sound (like music) can be beneficial in maintaining a level of productivity and reducing boredom. Nevertheless, your professional image may be affected if callers hear crying children, lawn mowers, vacuum cleaners, or barking dogs. If others are in the house, it may be necessary to work behind a closed door or use a room divider or screen, or simply shut the door or window to diffuse noise.

Electricity

1. Cover interconnecting cables or place them out of the way to avoid tripping.
2. Position equipment close to electrical outlets. Connect equipment such as computers, printers, and fax machines to surge protector/master switch.
3. Provide sufficient air space around electronic components.
4. Make sure electrical outlets are grounded. There should be enough electrical outlets in the room. You may need a separate

circuit to avoid overloading the existing electrical system. If necessary, consult your local power utility.

Protecting Data and Equipment

The following computer safeguards can prevent costly computer breakdowns and the loss of crucial data:

1. Position equipment away from direct sunlight or heat.
2. Place equipment on well-ventilated surfaces.
3. Use dust covers.
4. Do not eat or drink near valuable equipment.
5. Do not touch unprotected computer diskette surfaces.
6. Keep diskettes away from heat, dirt, smoke, and moisture.
7. Keep all magnets, magnetic paper clip holders, telephones, fluorescent lamps, and electric motors away from computer equipment and diskettes.

Safety

The Occupational Safety and Health Administration recommends the following to reduce work related injuries:

1. Minimum wrist deviation, using the “straight hand-forearm” method for typing.
2. A 15-degree back tilt on chair/lumbar support and footrest.
3. Computer monitor display anti-glare/contrast adjustment.
4. Adequate training and education in stretching exercises.

Fire Protection

1. The work area should be equipped with a smoke detector. Your smoke detector should meet the following criteria:
    a) The detector must be placed in a location that monitors the work area and any electronic equipment used to support teleworking.
    b) Underwriter’s Laboratory (UL) and/or the State Fire Marshal must approve the detector, with a function test mechanism.
    c) Detectors should be tested at the time of installation and on a monthly basis. Detectors that are wired into the house electrical system, and have a battery backup, should be checked with main power both on and off. Battery-operated detectors should be clean and equipped with fresh batteries as recommended by the manufacturer.

2. A fire extinguisher is required. The designated work area must be equipped with a UL approved fire extinguisher. The fully charged

extinguisher should be made accessible within the work area (no more than 10 feet from electronic teleworking equipment).

IV. Planning for Your Telework Success

Being A Teleworker

To be a successful teleworker, you'll need to deal with less structure and more freedom in completing your work. Teleworking is not as simple as it sounds – and it's not for everyone. Teleworking requires careful planning and discipline.

Getting Organized

✍✍*Choose a Work Location*

It's important that you identify a safe location in your home as your workspace. However, you don't need to devote a whole room to your workstation. Some teleworkers have successfully developed part of an existing room—a garage, an attic, and even a closet into their workstation. Don't try working on the couch in front of the television or on the dining room table. It doesn't work.

✍✍*Establish a Routine*

Try to set a work schedule for the days you telework and stick to it as much as possible. Make sure you set aside time for breaks—stretch, take a walk, or practice stress reduction techniques.

Replace the Ritual of Getting Ready for the Office with Another Ritual

As a teleworker, you'll no longer have the traditional office rituals of morning conversations, coffee runs or even the dreadful commute that often symbolize the beginning of the workday. So, you may need to establish some new rituals. Some teleworkers take a walk around the block and return home for work. Others play some music or start working after morning exercises. Find a ritual that will work for you.

Make a "To Do" List

Develop a list of objectives for the days you telework. Write it, perhaps with the assistance of your supervisor, the day before you telework. In addition, try to schedule your work so you don't need assistance from others on your teleworking days. Remember that you may not have access to a fax machine, a copier, or even a computer, and plan accordingly.

Have an End-of-the-Day Ritual

It’s wise to have some ritual that marks the end of the workday. Be creative.

Managing Your Work

✍✍*Maintain Contact with the Office*

Make sure you stay in touch with the office. Call a secretary or receptionist to check for additional messages – the average is three or four times a day. You should be as accessible at home as you are at the office. This information is included in your communication plan.

✍✍*Tell Coworkers and Support Staff that You’re Teleworking*

The people you work with should know how to contact you. The support staff should know where to refer callers and how to handle inquiries. Make sure the office understands that you are available during designated hours.

✍✍*Stick to Deadlines*

It may sound obvious, but make sure you’re following the same rules for deadlines as in the office. If you need to deliver work to the office on a scheduled teleworking day, it might be wise to self impose an earlier deadline or postpone working at home until the following day.

✍✍*Keep Your Supervisor Informed of Your Progress*

As a teleworker, you’ll need to make sure that your supervisor is well informed of the status of your work. You may want to establish a method of periodic reporting, perhaps on a weekly basis. Find ways to assure an uninterrupted flow of information.

✍✍*Try Not to Miss Meetings at the Office*

You don’t want to become invisible just because you’re teleworking. Be sure to schedule your days at home around office meetings.

Training Family Members, Friends, and Neighbors

✍*Do Some Advance Work*

You'll need to let everyone around you know that you are working at home and that you still have the same employee responsibilities. Tell family and friends that your objectives, goals and deadlines are the same; the only difference is that you can complete part of your assignments at home. Be careful not to encourage continuous interruptions from friends and/or family. Sometimes bending the rules to chat "this one time" will encourage others to disregard your request for privacy during work hours.

✍*Tell your Family What Kinds of Interruptions are OK*

You should decide when family members or others might interrupt your work to ask you questions, ask favors, or have you respond to some kind of request. Some teleworkers have their families set the rules so that they can buy into the whole process. You may also need to set some rules with neighbors. Remember, teleworking is not an employee right—it's a privilege.

✍*Set Rules for Using Home Office Materials*

You may need to have some rules about the use of your office supplies. Decide whether family members may borrow pens, the stapler, etc. You may want to designate your workspace as off-limits to members of your household.

✍*Don't Telework If There Are Problems at Home*

Avoid teleworking on days when you know there might be friction at home, like family quarrels or problems. Additionally, if you have an elderly family member or a small child at home during the day, it may be difficult to work. Wait until you have help at home or can be alone before you start teleworking.

✍*Teleworking Does Not Replace Child Care*

Don't assume that because you are working at home, you can also take care of the kids. It doesn't work! Teleworking may give you more flexibility in accommodating childcare needs, but is not a substitute for child or dependent care.

Developing Good Habits

Pace Yourself So You Don’t Burn Out

Make sure you’re taking enough breaks. It’s surprisingly easy to work without stopping. Be sure to practice some low impact stretching to keep from becoming overtired.

Watch Out for Bad Habits

Watch out for the following: snacking too often, sleeping late, talking on the phone for long periods, watching TV, wearing your pajamas all day, paying the neighbors or the refrigerator too many visits, and procrastinating. Avoid any temptations that slow you down.

Good Telework Habits

- Take teleworking seriously.
- Complete job tasks in your designated workspace.
- Have some type of ritual to begin and end your day.
- Maintain a consistent schedule on teleworking days and remember to take breaks throughout the day.
- Plan your teleworking tasks at least a day ahead of time.
- Keep a log of work completed on telework days.
- Let family members, friends, and neighbors know when and how often you may be interrupted. Strive for minimal interruptions.
- Communicate regularly with supervisor and office staff.
- Stick to all deadlines.
- Maintain or increase your level of performance.
- Attend all department and group meetings.
- Keep your supervisor informed of your progress.
- If teleworking is not working out for you, talk to your supervisor.

Whom to Call for Assistance and Support

Each agency has a designated Telework (Work Away) Coordinator to assist you in all aspects of the state’s teleworking program. The Telework Coordinator for you agency is:

Name:
Work Phone:
Work Address:
Email Address:

V. State Telework Requirements

Telework Agreement

The Telework Agreement clearly establishes the roles and responsibilities between a teleworking employee and the telemanager. The agreement must be signed by both parties prior to beginning teleworking, and covers such topics as the duties, responsibilities, and conditions of an employee's participation in teleworking. This agreement outlines performance factors, standards of conduct and cancellation of telework agreements. The documentation must be reviewed at least annually to ensure that the teleworking guidelines are well understood. A copy of the signed agreement is then forwarded to the agency telework coordinator or personnel office for documentation purposes. The telemanager may elect to revise the agreement when a need arises such as; changes in supervisor, job responsibilities, or change in work circumstances or performance may indicate a need to review an/or revise a current telework agreement. A copy of this form is provided in the Appendix. See your agency telework coordinator for more information.

Work Space Self-Certification

As a condition of permission to telework, the employee must verify that home facilities used for telework purposes are safe and suitable for purposes of the employee's work. The agency may deny an employee the opportunity to telework if the alternate worksite is not conducive to productive work. The agency will provide the employee a self-certification checklist as part of the application to telework. The checklist is necessary to reduce the state's exposure to risk and liability and helps the employee know if his or her alternate workplace is conducive to productive work. A sample employee self-certification checklist is provided in the Appendix. Upon completion the employee signs and dates the checklist in the spaces provided. The form is then maintained for documentation in accordance with agency policy.

Work Away Information Form

A process for reporting agency telework activity is necessary to document the fuel and commute savings, travel time saved, hours teleworked, sick leave savings, office space savings and mode of transportation used by the teleworker. Initially, the teleworker's reporting information is gathered on the Work Away Information Form. Completion of this form is required to document the agency and teleworker activity. A copy of this form is in the Appendix. Agencies using *PeopleSoft* may transfer the information in the telework panels. Occasionally, email surveys will be distributed to telemanagers and/or teleworkers to access the qualitative (quality) factors related to telework activity. This information is used by the State of Georgia to document compliance with state and local transportation demand management requirements and assess the impact of teleworking on traffic congestion, air quality, energy use, employee savings and human resource variables such as employee satisfaction, retention and recruitment. Please contact your agency telework coordinator for more information.

Telework Self-Assessment

Offering the opportunity to work at home is a management option. Teleworking is not a universal employee benefit. The employee option to telework is voluntary and typically initiated by the interested employee. Supervisors may then select those candidates who are the right kind of worker, have the right kind of job and have the right home environment to be successful teleworkers. A self-assessment tool helps both the supervisor and an employee interested in teleworking decide whether telework is right for him or her. Additionally, this survey is a valuable assessment tool that can be used to develop work plans for teleworking employees and those interested in telework but unable to participate due to lack of job suitability or other factors. A copy of this form is provided in the Appendix.

Employee Orientation Checklist

Employee orientation is a necessary step for new work requirements and/or job functions. The new teleworking employee is required to meet specific state criteria prior to engaging in this work option. An employee orientation checklist is provided to ensure the state policy requirements are met. The checklist provides an overview of these requirements to include:

- ✍ State Policy and Procedures – Employee has read and understands the requirements and obligations resulting from the telework work option.

- ✍ Telework Agreement – The employee has signed and received a copy of this agreement, which outlines state and agency responsibilities, requirements, scheduling, work parameters, and employer expectations.

- ✍ Work Schedule – A telework schedule, to include employee contact requirements, has been completed with the telemanager.

- ✍ Agency Equipment – If agency equipment is issued, the employee received documentation regarding the state and/or agency requirements regarding equipment inventory, care, control, security, and maintenance.

- Performance Expectations – The employee and telemanager have identified job performance expectations. Employee reporting, project timelines, measures of success and any additional requirements have been reviewed and documented.

- Telework Training – Prior to teleworking, teleworkers, telemanagers, and other involved staff should participate in formal training. The checklist certifies that the new teleworker has met this requirement.

Telemanager Manual

Users of this manual should be managers or supervisors of teleworking employees. Although the prerequisite for use is successful completion of Teleworker Training, the information contained herein may be beneficial to all readers.

Introduction

Telework is an effective business management tool that can have a positive impact on organizations. State employers are being asked to change their perception and definition of the workplace and develop labor processes that will successfully move the work to the worker, as opposed to moving the worker to the work. This necessary cultural shift is a statewide strategic effort designed to promote quality management while reducing the detrimental effects of urban sprawl, traffic gridlock, and environmental pollution. The use of best practices and continuous improvement will assist in the changes as state entities embrace this opportunity to enhance the quality of life for all Georgians.

Planning for a successful teleworking program must address the questions of managers that will inevitably arise – how do I know the teleworkers are "really" working? How do I know whether the work they are doing is acceptable? Managers of information workers, teleworkers or not, must rely on techniques other than the observation of activity that has been a mainstay of managers for many years.

The most successful philosophy for managing teleworkers is that of management by results. The elements that should be built into this style of management are project schedules and key milestones, regular status reporting, peer and/or project team quality reviews, team participation in decision making, trust, and teleworker agreements.

The same principles of performance management: *planning, coaching, evaluating, and developing*, apply in telework environments. In fact, remote management is not much different from managing people on-site. It involves skills that include setting goals, assessing progress, giving regular feedback, and managing by results. Some managers have reported that their own overall management skills increased as a result of their experience with teleworkers.

To manage successful teleworkers, telemanagers should foster a positive workplace environment by:

a. Thoroughly understanding and adopting state telework policy and procedures.
b. Utilizing uniform guidelines for selecting teleworkers.
c. Establishing agreements with teleworkers that are objective, measurable and conducive to agency and individual productivity and continuous improvement.
d. Continually assessing and promoting the use of telework options to increase the agency, professional, community, and personal benefits attributed to teleworking.
e. Using established guidelines in the evaluation of proposed telework sites to promote and increase workplace safety.

It is advised that all state employees, whether telemanagers, managers, teleworkers and/or coworkers, develop a comprehensive understanding of state and agency telework policy and procedures. For your convenience, the Statewide Policy on Teleworking is located on the GMS web page at www.gms.state.ga.us/employee/telework.asp and is also available at the state Office of Planning and Budget website at www.opb.state.ga.us under the listing of State Policies.

I. Planning for Success

A number of factors are important to ensure a successful program. If any are missing, the forecast for an ongoing program is greatly minimized.

Orientation

A general knowledge of telework, its overall benefits, and the roles of the agency and staff can lead to an effective program. Successful teleworking requires thorough orientation; support of top management; careful selection of telemanagers and teleworkers; focused training for participants, managers, and peers; and ongoing monitoring and evaluation.

Management and Employee Support

Any innovative program requires the support of senior management. In addition, an active champion is usually essential to getting a program implemented. Agency management should involve their employees in the planning and development stages of its individual program to ensure full communication, active buy-in, and collaboration in implementing the change.

Agency Telework Coordinator

The agency telework (Work Away) coordinator maintains responsibility for the day-to-day coordination and management of the agency's teleworking program. The telework coordinator oversees the teleworking program, including compliance with policies, procedures, and guidelines. The coordinator is the primary contact with the state telework (Work Away) coordinator. The agency coordinator represents the management of the agency with respect to teleworking employees, other agencies, and the public.

Training

Prior to teleworking, teleworkers and their telemanagers must participate in formal training. Other involved staff is encouraged to participate in training as well. Managers/ telemanagers of teleworking employees need to participate in formal training one time only. The telemanager will meet with the teleworker individually to discuss objectives and prepare the teleworking agreement. Please contact your agency telework coordinator and/or the state coordinator for more information.

Reporting and Program Evaluation

A process for reporting agency telework activity is necessary to document the hours teleworked, fuel and commute savings, travel time saved, sick leave savings, office space saving and mode of transportation used by the teleworker. Initially, the teleworker's reporting information is gathered on the Work Away Information Form. Completion of this form is required to document agency and teleworker activity. Agencies using *PeopleSoft* should transfer the information to the telework panels. Occasionally, email surveys will be distributed to telemanagers and/or teleworkers to assess the qualitative (quality) factors related to telework activity. This information is used by the state of Georgia to document and assess the impact of teleworking on traffic congestion, air quality, energy use, and human resource variables such as employee satisfaction, retention, and recruitment. Please contact your agency telework coordinator for more information.

II. Selection

Each agency must establish a selection process for their teleworking program. It is crucial to select employees who are motivated and self-directed. A Telework Selection Worksheet is provided in the appendix of this training guide to assist managers in this process.

A manager who is comfortable managing for results will generally be a successful telemanager. A good working relationship and good communication flow between the telemanager and prospective teleworker are essential.

Screening Factors for Telemanagers

While teleworkers should have the ability to work autonomously when necessary, they will need regular guidance and supervision by the organization's managers. Many of the same attributes for successful teleworkers also apply to successful telemanagers. Some managers of teleworkers will have to modify their work habits to become successful in supporting the telework program. Characteristics of successful telework supervisors include:

- Good time managers themselves.
- Strong managing by objectives skills.
- Ability to establish and evaluate clear performance criteria.
- Good interpersonal and communications skills.
- A mutual trust and respect in ongoing job relations with teleworkers.
- Results oriented.
- Enthusiasm and support for the organization's telework program.

Multiple Teleworkers in a Department

If there are jobs in your department suitable for teleworkers, more than one employee is likely eligible for the program. Be aware of how many teleworkers you can manage at any given time. When too many people in one department are working at home, scheduling meetings may become difficult. Having multiple teleworkers may place more demands on you as their manager, especially if remote supervision is new to you. Before you approve too many teleworking arrangements, you may want to gain experience with a small number. If an additional teleworker would be a burden on the department, explain to the group that it is not feasible at this time. Current teleworkers may need to return to on-site work. One option is to try working out a rotating schedule or have them work fewer days at home.

Telework for People with Disabilities

Teleworking may be an option for people who find it difficult to commute to work, wish to continue working through a convalescence period, or are considered unemployable because they cannot leave their home, but are able to perform work independent of location. In most cases these employees should meet the teleworking screening criteria that an agency applies to its teleworkers. Teleworking schedules should be established to balance management's needs for face-to-face meetings with reasonable accommodation for the employee's disability.

III. Managing for Success

Management by objectives is a system in which specific performance objectives are jointly determined by managers and their teleworkers, progress toward these objectives is periodically reviewed, and feedback to the teleworker is provided on the basis of this review. This process helps the manager track a teleworker's performance, as well as documents what the teleworker accomplishes on a regular basis. The *Manager's Guide to the Performance Management Process* is a valuable resource for additional information and is located at

http://www.gms.state.ga.us/agencyservices/compensation.asp#GPMP

Setting Performance Objectives

The first, and most important, step in managing by objectives is to review the teleworker's job responsibilities. The manager defines job responsibilities and performance expectations through the job description and employee's development plan. Once the manager has clearly defined the teleworker's job related duties, performance expectations, and development plan, the establishment of specific telecommuting objectives will be a snap.

Review Job Description

An initial review of the teleworker's job description will determine if the job duties and responsibilities described are still accurate and/or current. Often times, expected job duties change as work unit goals and objectives change. Use this opportunity to revise the job description as needed to reflect the actual duties and responsibilities that should be carried out by this position.

Continue your review by dividing the job duties and responsibilities into three categories: job knowledge, skills required, and employee traits. Job knowledge may include familiarity with work unit (or agency) operations, goals and mission in addition to job specific knowledge. Skills required: communication, problem solving, critical analysis, etc. Employee traits may include: the ability to make decisions, self-discipline, reliability, etc. Together, the job knowledge, skills required, and employee traits identified will provide an accurate picture of the jobs and employees that are suited for teleworking.

Review Employee Development Plan

The employee development plan is a road map of performance that is typically laid out for a year, usually to correspond with the employee's evaluation period. This plan is prepared by the supervisor and describes the work that is to be performed over the course of the year. The employee's job description is key to completing a meaningful plan, along with having established work unit objectives for the year. When preparing and using an employee development plan it is important to identify the needs of the employee, identify development goals, develop the action plan, implement the plan, review, and documentation.

An initial review of the teleworker's development plan will determine if the activities and goals identified are still accurate and/or current. Often times, expected activities and goals change as work unit goals and objectives change. Use this opportunity to revise the development plan as needed to reflect the actual duties and responsibilities that should be carried out by this position.

Once the job description and employee development plan are complete, accurate, and updated, take time to meet with your employee. It is very important that the employee has a clear understanding of what is expected of them in the execution of their job duties.

Telecommuting Work Plan

Now that the employee’s job description and development plan are updated, the manager can develop the teleworker’s work plan. In basic terms, the work plan is the teleworker’s “To Do List.” While the employee development plan typically covers one year, the teleworker work plan will vary in scope with the needs of each teleworker. Some plans may cover only a week, or a month, while others may cover a quarter of the year. This will depend on the needs of the employee, the frequency of teleworking, and the nature of the work that is being performed by the employee.

The work plan should reflect those items identified in the employee development plan and provide greater details on the work to be performed, timeframes, expected deliverables, and measures of success. All of these items provide the manager and teleworker with a clear understanding of what is to occur while the employee is teleworking.

Teleworker Review

It is important to hold regularly scheduled review meetings with the teleworker to ensure that goals are being meet in a timely fashion. If the teleworker work plan covers a month or quarter of the year, consider having the teleworker submit a weekly status report. As reviews are conducted, changes can be made to the work plan as needed. When the deliverables identified in the work plan have been met, are on time, and satisfactory, then the teleworker and manager were successful!

A bonus to this type of work definition to include goals and objectives, timeframes, and documented review will be realized during the annual employee evaluation cycle. All of the information and hard work that went into the teleworker’s work plan and review will provide the manager with the information needed to quickly and easily prepare the employee’s evaluation.

Legal Issues Regarding Teleworking (FLSA)

Both state and federal wage and hour laws apply to teleworking employees. That poses quite a challenge for both employers and employees, particularly with respect to the federal Fair Labor Standards Act (the FLSA or the Act). If teleworkers are considered non-exempt under the Act, they will be covered by it. The FLSA requires employers to pay for all hours which non-exempt employees are allowed to work, even if those hours were unauthorized. Individual agency telework agreements should spell out the number of hours per day which teleworkers are authorized to work. It also needs to require non-exempt employees to obtain advance approval from the appropriate telemanager before accruing any over time hours. The agreement should also contain specific procedures governing how teleworkers keep their time records and report them to the employer. Provisions regarding timekeeping should be strictly enforced.

Suggested Activities

Activity A

Overcoming Telework Objections (Estimated time: 10 – 20 minutes, Individual or Group Activity)

1. List up to three of the most common obstacles to a successful teleworking program.
2. Select at least one of the objections related to teleworking in your job environment.
3. What are the causes of these objections?
4. Brainstorm and list at least 5 ways to overcome these obstacles/objections.

Activity B

Case Study – "My employee wants to telework. Should I say yes?"

Follow Case Study instructions.

Telemanager Case Study
"*My employee wants to telework. Should I say yes?*"

Telemanagers: This is a timed group discussion exercise. The goal of the exercise is to utilize the Telemanager training guide to discuss possible options and develop an employee plan based on team agreement.

Employee: Jones

"I have been working for the state for approximately 10 years. For the last 3 years, I have been an administrative coordinator. The majority of my duties include data entry and project management. I spend about 40% of my time or 16 hours a week updating project reports. The rest of my time is spent meeting with project teams. Twice a year, I'm required to audit my project performance ratios by comparing actual completion times to projected completion times. During my last performance evaluation, I received high marks in most areas. My improvement goals included organization and time management."

I. Is this a good candidate for Telework?

   a. Yes, he should be eligible to telework.
   b. No, he has problems with time management and organization.
   c. I'm not sure. He needs to take the employee self-assessment.
   d. I'm not sure. Employee Jones does need to take the self-assessment and while he's completing that, I will review the employee's last two performance reviews to collect further information.

STOP. What's your reaction? Based on the above information, should this employee be allowed to telework?

II. The employee has taken the self-assessment and the scores indicate always or yes to numbers 1 – 8 with the exception of #2 (response=not really). Based on the results of the first section of the survey, what do you do?

   a. Rule him out as a teleworker because he lacks organization and needs work with time management.
   b. Go ahead and let him telework 2 days a week and see if that helps his organization and time management skills.
   c. Establish measurable improvement goals leading to telework 1 – 2 days a week with the employee's full understanding of requirements leading to satisfactory, non-satisfactory and needs improvement outcomes.
   d. Establish measurable goals for time management and organization while teleworking 2 days a week with the employee's full understanding of documented requirements leading to satisfactory, non-satisfactory and needs improvement outcomes. Document this understanding in the Telework Agreement.
   e. Other. Explain.

As a team, try to reach consensus. Based on the team's decision, develop an employee plan either for Employee Jones to Telework or a plan leading to Telework. Check for compliance with state policy and procedures. Choose a member of the team to present your plan to the training group. Allow enough time in your presentation for questions, answers and group feedback.

Hint✍

State Requirements Include:
?? Telework Agreement
?? Employee Self Assessment
?? Telework Work Space Self-Certification
?? Employee Orientation Checklist

Appendix

COMMON MYTHS ABOUT TELECOMMUTING

MYTH #1: **I won't know they're working from home.**

WHAT EXPERIENCE HAS TO SAY:
Supervisors discover they are better able to monitor the work by shifting the focus from how much work the employee looks like he or she is accomplishing to how much actually is accomplished. By focusing on the work product instead of the work activity, many supervisors find they are better able to communicate clear expectations to their employees. When supervisors and teleworkers agree on job expectations, it often leads to increases in employee productivity and job satisfaction. Many supervisors already use this method of management by results.

MYTH #2: **Teleworkers must have a computer to work from home.**

WHAT EXPERIENCE HAS TO SAY:
You may only require a telephone to work from home on a part-time basis. Many employees collect tasks to do at home during the week that do not require special equipment. Many employees find the opportunity to telecommute is so worthwhile they choose to use their personal equipment when equipment is not available from their offices. Many agencies provide laptops for employees to sign out and take home. A computer is not required to telecommute.

MYTH #3: **I won't get promoted if I telecommute.**

WHAT EXPERIENCE HAS TO SAY:
Actually, current research suggests teleworkers are more likely to be promoted than their non-telecommuting coworkers, according to a study mentioned in the *Advanced Management Journal*, summer '92. The reason for this may be that teleworkers tend to be selected by management because they work well independently and can be trusted to perform well away from the office environment.

MYTH #4: **Teleworkers must work at home five days a week.**

WHAT EXPERIENCE HAS TO SAY:
Teleworking allows selected employees to work at home, or an office location closer to home, one or more days a week or other selected time period. Jobs are really just a collection of tasks. Some tasks must be done at the office. Tasks that may be done away from the office are called portable, or telecommutable tasks. The amount of teleworking an employee may do depends on how many portable tasks they have each week and whether the equipment required to accomplish such tasks are available. Keep in mind that it is not necessary to have a computer to telework. Many tasks, such as reading, thinking, planning or making phone calls, do not require computers and may be saved for a telecommuting day.

MYTH #5: **Teleworkers are not available when you need them.**

WHAT EXPERIENCE HAS TO SAY:
Teleworkers work with their supervisors to create an individual agreement where responsibilities are restructured to maintain work group integrity and plan how they will maintain communication with the office and what will be done to meet contingencies. If the teleworker is needed, he or she may be asked to come in to the office or join an emergency staff meeting by conference call.

MYTH #6: **Equipment will be expensive.**

WHAT EXPERIENCE HAS TO SAY:
Many employees find the opportunity to telework is so worthwhile they choose to use their personal equipment when equipment is not available from their offices. Many agencies have computers that people can take home. Again, we are not saying a computer is required to telework. A telephone may be the only requirement.

The costs associated with implementing telecommuting are small when compared to the costs of not implementing such options. Consider the costs of loss of employee productivity due to stress, low morale, burnout, and turnover.

MYTH #7: **Teleworkers cause more work for supervisors.**

WHAT EXPERIENCE HAS TO SAY:
Managing teleworking employees may require more communication of the work product and expectations. One of the extra benefits of flexible work options is that it forces management by task and objective. Many managers have found that the increase in quality communication with employees has reduced their overall workload over time. Reduced interaction with coworkers also forces communications to be more direct and business-like.

MYTH #8: **Teleworkers cause more work for coworkers.**

WHAT EXPERIENCE HAS TO SAY:
Supervisors and teleworkers should agree on the teleworker's work products. The teleworker and manager should determine the anticipated resources for the teleworking period and determine how the teleworker will manage his or her normal office duties without burdening coworkers.

MYTH #9: **Our jobs aren't compatible to teleworking.**

WHAT EXPERIENCE HAS TO SAY:
Research does not verify that complete businesses or categories of jobs are incompatible with teleworking. Jobs are really just a collection of tasks. Some tasks must be done at the office. Tasks that may be performed away from the office are called portable, or telecommutable tasks. The amount of teleworking an employee may do depends on how many portable tasks they have each week and whether the equipment required to accomplish those tasks are available. Teleworking is an individual arrangement where responsibilities are restructured to maintain work group integrity. Satisfactory teleworking arrangements are created when the manager and teleworker address concerns and reach solutions.

Sources: The Telecommuting Zone, Arizona Department of Administration and State of Georgia 2002 Statewide Telework Pilot Study.
Visit www.gms.state.ga.us/employee/telework.asp for additional information.

Resources

http://www.gms.state.ga.us/employee/telework.asp
Georgia's Work Away program information

http://www.osha.gov/SLTC/etools/computerworkstations/positions.html OSHA, Good Working Positions (while using the computer).

http://www.dpa.ca.gov/benefits/health/workcomp/pubs/CompUsersHndbk/dpahandb.pdf
State of California, *The Computer User's Guide to an Ergonomic Workstation*

http://www.gms.state.ga.us/pdf/gagain/mgrguide.pdf
Performance Management Process - Manager's Guide

www.cleanaircampaign.com
Information on improving air quality and reducing traffic congestion

www.Telework.gov
U.S. Office of Personnel Management Telework Site

www.Workingfromanywhere.org
International Telework Association and Council

www.mwcog.org
Metropolitan Washington Council of Governments, *Teleworking: A smarter way to do business*

www.jala.com
Telework Information

To find out how local and Federal laws apply to teleworkers, employees should consult their accountant or tax consultant. A copy of the IRS publication, *#587 Business Use of Your Home*, can be obtained by visiting www.irs.gov.

Statewide Policy on Teleworking

1. **Purpose**
   The purpose of this policy is to define the teleworking program (also known as telecommuting) and the guidelines and rules under which it will operate. There are significant economic, personal, and production benefits of telework, but there are a number of potential downfalls. This policy is designed to help managers and employees understand the teleworking environment and their associated rights and responsibilities. This telework policy and its accompanying guidelines provide a general framework for teleworkers in state agencies. It does not attempt to address the special conditions and needs of all state employees.

2. **Scope**
   This policy applies to all teleworking activities of the Executive Branch of Georgia State Government. All managers, supervisors, and teleworkers should be familiar with the contents of this policy and its supporting guidelines.

3. **Statement of Policy**
   The state allows teleworking where there are tangible benefits to the agency or state.

4. **Authority**
   Under the Merit System Act as amended (45-20 et seq.), it is specifically the intent of the General Assembly that state government operate within a framework of consistent personnel policies and practices across all state agencies and entities and that the state's most valued resource, its employees, be managed in a manner to promote work force productivity and sound business practices. Under the Budget Act as amended (45-12-70 et seq.), the Office of Planning and Budget is responsible for seeing that the financial resources of the state are used most efficiently. The Merit System and the Office of Planning and Budget, therefore, are jointly issuing this policy.

5. **Definitions**
   Eligible Position – A position having measurable quantitative or qualitative results-oriented standards of performance that is structured to be performed independently of others and with minimal need for support and can be scheduled at least one day a pay period to participate in teleworking without impacting service quality or organizational operations. The eligibility of a position may change depending on circumstances.

   Eligible Employee – An employee, in an eligible position, who has been identified by the employee's supervisor as satisfactorily meeting performance standards, terms, and conditions of employment of their position. The employee shall have no active formal disciplinary actions on file for the current or immediately preceding review period.

Primary Workplace – The teleworker's usual and customary workplace.

Alternate Workplace – A workplace other than the employee's usual and customary workplace (primary workplace) and may include the employee’s home.

Teleworker – An employee, who for at least one or more days in a particular pay period works at home, or an alternate workplace, to produce an agreed upon work product. An employee who travels continuously and whose current work location is his or her home is included in this definition.

- Regular Teleworker – An employee, who with the approval of his or her supervisor, is scheduled to telework on the same day or days every week on a consistent basis.

- Occasional Teleworker – An employee who, with the approval of his or her supervisor, teleworks on an infrequent basis.

Teleworking Agreement – The signed document that outlines the understanding between the agency and the employee regarding the teleworking arrangement.

6. Agency Participation

Telework may not be suitable for all employees and/or positions. Agencies may implement teleworking as a work option for certain eligible employees based on specific criteria and procedures consistently applied throughout the agency.

The agency shall:

A. Establish an agency policy. The agency policy shall outline how the agency will administer teleworking. The agency shall specify policies for:

    1. Establishing expectations for and monitoring employee performance;
    2. Identifying eligible employees (see section 7 “Employee Participation”);
    3. Identifying eligible positions suitable for teleworking;
    4. Determining if office-like space is required;
    5. Determining if state equipment will be provided to the employee to use at home (see section 11 “Equipment and Supplies”);
    6. Establishing how the teleworker will maintain regular contact with customers, office, co-workers, and supervisors;
    7. Determining how the agency will handle restricted access materials, security issues, and taking electronic or paper

records from the primary work place (see section 12 “Security and Access to Information”);

8. Ensuring that practices are consistent with state policy and law in the use of state technology and administration of telework agreement;
9. Delivering telework training to agency employees;
10. Ensuring that individual work schedules and reporting for non-exempt employees are in compliance with FLSA regulations and state policy (See State Personnel Board Rule 18 Leave and OPB/State Personnel Board Policy Memorandum # 1 Rules, Regulations and Procedures Governing Working Hours, the Payment of Overtime and the Granting of Compensatory Time, January 17, 1986); and
11. Ensuring that each employee’s request to telework is considered in relation to the agency's operating and customer needs.

B. Require a teleworking agreement. The teleworker agreement documents the mandatory policies in effect and the results of any other agreements between the supervisor and the teleworker. The agreement must be signed by both parties prior to the start of teleworking agreeing that both parties will abide by the terms and conditions of teleworking. The agreement must be reviewed and renewed at least annually to ensure that the guidelines for participating in the program indicate continued eligibility and are well understood. A supervisor may elect to revise the agreement when a need arises. In addition, the teleworking agreement should be reviewed and revised if necessary when there is a change in supervisor, job responsibilities, or change in work circumstances or performance.

The agreement is essential to the management and legal protection needed in teleworking.

The agreement shall cover topics including but not limited to the following:

?? Employee performance expectations and monitoring;

?? Liability and workers compensation – employee and employer understand who is liable and for what;

?? Safety – the employee must self-certify that the alternate workplace is safe and conducive to work (see sample in Attachment C);

?? Equipment – responsibility and use of personal and state equipment at home and inventory of state equipment used outside the primary workplace;

?? Security – taking records away from the office, accessing the agency's computer system, and accessing information over the Internet (see section 12 of this policy);

?? Work schedule – when and where the employee will telework and procedures for overtime and leave approvals;

?? Accessibility – how the employee will keep in communication with clients, co-workers, supervisors, and those the employee may supervise while teleworking; and

?? Expectations of the supervisor and employee – terminating the agreement, reimbursement of expenses, and standards of conduct.

The agreement must have a place where the employee acknowledges that he or she has read and agreed to the terms of the policy and items listed in the agreement. Any employee who teleworks must sign a Telework Agreement and complete training. An example of an agreement is included in Attachment A.

7. Employee Participation

Offering the opportunity to work at home or another alternate workplace is a management option and is not an employee right. An employee's participation in the state's teleworking program is entirely voluntary. The employee, supervisor, or manager may terminate teleworking without cause. Teleworking is a work arrangement between an individual employee and his or her supervisor. A supervisor has no authority to require an employee to telework unless it was a condition of employment or a requirement of the job description.

The teleworkers' conditions of employment with the state remain the same as for non-teleworking state employees. Employee salary, benefits, and employer-sponsored insurance coverage will not change as a result of teleworking. The employee shall adhere to all policies, rules, and regulations of the agency and state while teleworking.

The employee agrees not to conduct personal business while in official duty status at the alternate workplace.

Self-Assessment: A successful teleworker has particular traits, a job suitable for telework and a telework site that's conducive to work. A self-assessment helps an employee interested in teleworking decide whether telework is right for him or her. The agency should provide the employee a self–assessment as part of the application to telework. A sample self-assessment is provided in Attachment B.

Work Space Self-Certification: As a condition of permission to telework, the employee must verify that home facilities used for telework purposes are safe and suitable for purposes of the employee's work. The agency may deny an employee the opportunity to telework if the alternate worksite is not conducive to productive work. The agency should provide the employee a self-certification checklist, as part of the application to telework. The checklist is necessary to reduce the state's exposure to risk and liability and helps the employee know if his or her alternate workplace is conducive to productive work. A sample checklist is included in Attachment C.

8. Work Space and Work Hours

A defined workspace and defined work hours are necessary (1) to reduce the state's exposure to risk, (2) to facilitate proper management of teleworkers, and (3) to ensure work is done in a productive environment.

Work Space: The teleworker shall designate a specific workspace at the telework location and will conduct work for the agency from that location. The employee shall maintain a clean, safe workspace that is adequate for work and free of obstructions and distractions. To ensure that productive working conditions exist, it may be necessary for the state to make on-site visits at mutually agreed-upon times. However, this will be handled by the agency on a case-by-case basis.

Work Hours: Each employee that teleworks shall develop a work schedule with the employee's supervisor, and the employee's supervisor must agree in advance to any changes to the employee's work schedule (a sample work schedule is provided in Attachment A). Employees subject to mandatory overtime must obtain approval from their supervisor before performing overtime. A non-exempt employee working overtime without such approval may cause the agency to terminate the teleworking option and/or take other appropriate action. The employee must obtain approval in advance from his or her supervisor before taking leave during a designated telework day.

The employee must maintain contact with the office as specified in the work schedule, agency policy, and telework agreement.

An employee's personal activities must be outside the time of work or outside the place designated for work.

9. Training

Successful teleworking programs require management support in order to succeed. Specific management practices such as the ability to manage by results and skill in setting and communicating clear goals are essential. Managers must be convinced of the benefits the teleworking program will provide them and they should be trained to effectively manage employees that telework. Management buy-in and commitment are the most important prerequisites for the success of any teleworking program. As a result, state agencies are required to provide training to employees and supervisors who wish to participate in telework. The Statewide Telework

Coordinator will serve as a resource to state agencies for training program curriculum and content.

10. Telework Coordination

A. There will be a Statewide Telework Coordinator. The Statewide Telework Coordinator will assist agencies in developing agency policy and training programs, provide guidance and clarification to agencies on telework, act as a liaison between agencies, and collect regular reports from the agency coordinators on the effects of teleworking.

B. Agency Telework Coordinator. Each agency using telework shall designate an Agency Telework Coordinator who is responsible for the day-to-day coordination and management of the agency's teleworking program. The Agency Telework Coordinator will oversee the teleworking program including compliance with policies, procedures, and guidelines and will report the results of telework in the agency to the Statewide Telework Coordinator. To avoid redundancy and encourage coordination, the agency may find it beneficial to have the Agency Telework Coordinator be the same person as the Clean Air Campaign (CAC) coordinator.

Agency coordinators and supervisors should work with the statewide coordinator in developing agency specific teleworking policies, developing training programs, and monitoring teleworking.

11. Equipment and Supplies

A. General. Office supplies (e.g., pens and paper) shall be provided by the agency and should be obtained during the teleworker's in-office work period.

The employee is expected to use his or her own furniture, telephone lines, and other equipment (with the exception of any equipment any agency may provide under subsection C below). Any use of private facilities of the employee will be at the employee's discretion and not at the behest or expense of the state. This applies to all physical improvements and conveniences as well as services.

B. Assignment of Portable Equipment on a Temporary Basis. Agencies may give written permission for certain equipment, for example computers and pagers, to be checked out and used at the alternate worksite.

C. Installation and Maintenance of State Property in Private Residences.

Under certain circumstances and conditions, state agencies may install telephone lines and other equipment so an employee can telework without using the employee's personal lines. However, the use of such equipment and service must be for state agency business purposes and must be consistent with state and agency policies regarding appropriate use. (See, e.g., GTA Enterprise Security Policy No.3.1.3). In the event that an agency chooses to install equipment the following conditions must be met:

- The agency shall develop and maintain written criteria setting forth the conditions under which such agency may provide such equipment.
- The installation must consist of reversible procedures and retrievable property.
- The agency may neither improve an employee's private property nor damage it in the process of installation.
- The agency shall develop a written agreement (either separate or integrated with the agreement required under Section 6 of this Policy) between the agency and the employee granting the agency an express license to enter the employee's home for the installation and maintenance of the equipment (upon reasonable and mutually agreeable terms). The agreement must also expressly state that provision of state equipment in an employee's home is at the sole discretion of the agency and may be revoked at any time and for any reason.

Note: Agencies are cautioned that the installation of equipment at an employee's residence, as opposed to the temporary use of portable equipment, increases the legal complexity of the teleworking arrangement. Agencies are strongly advised to seek guidance and review of their respective agency equipment installation agreements by the Law Department prior to implementation.

Further, as agency equipment is the property of the state, agencies retain the responsibility for the inventory and maintenance of state-owned property following state laws and procedures, regardless of where such equipment is located. Therefore, agencies should take into account the greater difficulty of inventory control, as well as the increased difficulty in the policing of employee compliance with copyright conditions in software licenses, as well as compliance with applicable state laws and agency policies and procedures.

12. Security and Access to Information

The teleworker is responsible for maintaining confidentiality and security at the alternate workplace, as the teleworker would at the primary work place. The employee must protect the security and integrity of data, information, paper files, and access to agency computer systems. State

Information Technology policy and Internet and technology use policies apply to teleworking, as they would in the primary work place.

13. Expenses And Compensable Time

An employee may work from his or her home or another alternate work site that has been approved by the employer. Mileage between the home and the employee's assigned office or other telework location shall be considered commute mileage and not subject to reimbursement.

Work related long distance phone calls should be planned for in-office days. At the discretion of the supervisor, expenses for business related long distance calls and cell phone calls, which must be made from a teleworker's home, may be reimbursed if the reasons and costs for the calls are documented. The teleworker is responsible for the cost of maintenance, repair, and operation of personal equipment not provided by the state.

14. Liability

The employee's home workspace is an extension of the agency workspace only when used for work. Employees may therefore be covered for workers compensation if they are injured while performing work on behalf of the employer in the employee's home workspace during teleworking hours.

If an injury occurs during teleworking hours, the employee shall immediately report the injury to the supervisor. The employee, supervisor, and agency must follow the state's policies regarding the reporting of injuries for employees injured while at work. Fraudulent reporting of workers compensation claims is a crime.

The State of Georgia is not responsible for any injuries to family members, visitors, and others in the employee's home workspace. The teleworker may not have business guests at the alternate workplace or any other location except the agency's offices.

The state will not be responsible for any loss or damage to: the teleworker's real property, including any structures attached thereto; any personal property owned by the teleworker, or any of the teleworker's family members; or property of others in the care, custody, or control of the teleworker or any of the teleworker's family members.

The teleworker is responsible for contacting the teleworker's insurance agent and a tax consultant and consulting local ordinances for information regarding home workplaces. Individual tax implications, auto and homeowners insurance, and incidental residential utility costs are the responsibility of the teleworker.

15. **Child and Dependent Care**
Teleworking is not a substitute for childcare or dependent care. The teleworker shall continue to make arrangements for child or dependent care to the same extent as if the teleworker was working at the main office.

16. **Program Reporting and Evaluation**
Employee agrees to participate in studies, inquiries, reports or analyses relating to teleworking at the agency's direction.

17. **Renewal of Telework Agreements**
The teleworker agreement must be discussed and renewed at least annually, whenever there is a major job change (such as a promotion), or whenever the teleworker or supervisor changes positions. Because teleworking was selected as a feasible work option based on a combination of job characteristics, employee characteristics, and supervisor characteristics, a change in any one of these elements may require a review of the teleworking arrangement.

18. **Exception to the Policy**
In extenuating circumstances, the agency head, at his or her discretion, may grant an employee an exception to this policy if (1) the supervisor recommends an exception, (2) the quality and quantity of the employee's work does not decline, and (3) if the exception will not cause a disruption to the productivity and work flow of the agency or division.

Attachment A

Sample Georgia Teleworking Agreement

This telework agreement (hereafter "agreement"), effective (date) ___________, is between (employee name) ____ (hereinafter referred to as "Employee"), an employee of the (Agency) _____________________________ (hereafter "Agency"). The parties, intending to be legally bound, agree as follows:

Scope of Agreement

Employee agrees that unless a condition of employment, that teleworking is voluntary and may be terminated, by either the Employee or Agency, with or without cause.

Other than those duties and obligations expressly imposed on Employee under this agreement, the duties, obligations, responsibilities, and conditions of Employee's employment with Agency remain unchanged. Employee's salary and participation in the pension, benefit, and Agency-sponsored insurance plans shall remain unchanged.

The terms "remote work location," "remote workplace," or "alternate workplace" shall mean Employee's residence or any alternate office location approved by Agency. The term "office" shall mean Agency's usual and customary address.

This agreement shall be construed, interpreted, and enforced according to the laws of the State of Georgia.

Work Hours and Leave

Employee agrees that work hours will conform to the terms agreed upon by Employee and Agency.

Employees subject to mandatory overtime agree to obtain advance supervisory approval before performing overtime. Working overtime without such approval may result in termination of the teleworking option and/or other appropriate action.

Employee agrees to obtain advance supervisory approval before taking leave.

Alternate Workplace

Employee agrees that the alternate workplace is adequate for performance of Employee's official duties. Employee agrees to maintain this workplace in a safe condition, free from hazards and other dangers to Employee and equipment. (Employee should complete a safety self-certification checklist prior to signing this agreement.)

Employee understands that maintaining an adequate alternate workplace will be a condition of continuing the Teleworking Agreement (TA).

Inspections

Employee understands that Agency reserves the right to make on-site visits to the alternate work location for the purposes of determining if the site is conducive to productive work or to investigate Employee's workers' compensation claim.

Inspections may also be conducted to determine if Agency equipment is properly secured and is being used for the purpose it is intended.

Work Schedule and Work Status

Employee agrees to develop a work schedule with Employee's supervisor and Employee's supervisor must agree, in advance, to any changes to Employee's Work Schedule. Employee agrees to provide Employee's timekeeper with a copy of Employee's Work Schedule. Employee agrees to maintain contact with the office as specified in the Work Schedule. Employee agrees that outside the time of work or outside the place designated for work will be deemed to be in Employee's own personal time and place, unconnected with work activities.

Employee agrees to perform only official duties and not to conduct personal business while on work status at the telework location. Personal business includes but is not limited to caring for dependents or making home repairs.

Employee agrees not to conduct any work-related meetings or have business guests at the alternate work location if that alternate work location is the Employee's home.

Work Performance

Employee agrees to provide regular reports, as required by the supervisor to help evaluate work performance. Employee understands that a decline in work performance may result in termination of this agreement by Agency.

Standards of Conduct

Employee agrees to be bound by Agency regulations, policies, and procedures while working at the alternate workplace. Violation of the foregoing may result in disciplinary action and/or termination of this agreement.

Supplies

Employee agrees to obtain from the primary workplace all supplies needed for work at the alternate workplace and understands that out-of-pocket expenses for supplies regularly available at the central workplace will not be reimbursed unless previously approved by Agency.

Equipment

The Employee understands that she/he is expected to use his/her own furniture, telephone lines, and all other equipment when teleworking unless otherwise specified in this agreement. Employee and Agency understand that all documents and equipment provided by the Agency for teleworking purposes are state-owned property and shall be treated in accordance with State and Agency guidelines.

Security of Confidential Information

Employee agrees that all Agency-owned data, files, software, equipment, facilities, and supplies must be properly protected and secured. Agency-owned data, software, equipment, facilities, and supplies must not be used to create Employee-owned software or personal data. Employee will comply with all agency and state policies and instructions regarding security of confidential information. Any software, products, or data created as a result of work-related activities are owned by Agency and must be produced in the approved format and medium.

Employee agrees to protect Agency records from unauthorized disclosure or damage and will comply with all requirements of law regarding disclosure of Agency information.

Reimbursement

Employee agrees that Agency will not be responsible for operating costs, home maintenance, or any other incidental cost (e.g. utilities, insurance) whatsoever, associated with the use of Employee’s residence or Employee’s computer equipment. Agency will reimburse Employee for expenses authorized by Employee’s supervisor ahead of time and incurred while conducting business for Agency.

Liability for Injuries

Employee understands that Employee is covered under the Georgia Workers’ Compensation law if injured in the course of actually performing official duties at the designated telework workspace during the agreed-upon telework work hours. Employee agrees to notify Employee’s supervisor immediately of any accident or injury that occurs at the alternate telework location and to complete any required forms. Agency agrees to investigate such a report immediately.

Employee understands that the state will not be responsible for any loss or damage to: the teleworker's real property, including any structures attached thereto; any personal property owned by the teleworker, or any of the teleworker's family members; or property of others in the care, custody, or control of the teleworker or any of the teleworker's family members.

Employee is responsible for contacting Employee's insurance agent and a tax consultant and consulting local ordinances for information regarding home workplaces. Individual tax implications, auto and homeowners insurance, and incidental utility costs are the responsibility of the teleworker.

Other Action

Nothing in this agreement precludes Agency from taking any appropriate disciplinary or adverse action against Employee if Employee fails to comply with the provisions of this agreement or terms and conditions of employment.

Participation in Studies and Reports

Employee agrees to participate in studies, inquiries, reports, or analyses relating to teleworking at Agency's direction.

Designation of Telework Workspace

Employee designates the following workspace:

Describe location:
Address:

Equipment, Supplies, and Department Assets

List any agency or state equipment that will be used at the alternate workplace (attach additional documentation as needed):

Item:	Inventory No.:	Date Out	Date Returned
1.			
2.			
3.			
4.			
5.			

Attachment A

Special Conditions and Additional Agreements

____

____

____

____

____

Employee Initials___________ Supervisor Initials _______________

Term of Agreement

This Agreement shall become effective as of the date first written above, and shall remain in effect as long as Employee's or Supervisor's circumstances do not change.

Provisions for Cancellation of Agreement

Employee's participation as a teleworker is voluntary (unless a condition of employment) and is available only as long as Employee is deemed eligible at Agency's sole discretion. Teleworking at an alternate work location is not an entitlement or benefit of employment. Either party may cancel Employee's voluntary participation as a teleworker, with or without cause, upon reasonable notice thereof, in writing, to the other. Agency will not be held responsible for costs, damages, or losses resulting from cessation of participation as a teleworker. This agreement is not a contract of employment and may not be construed as one.

I have read and understand this Agreement and the Telework Policy and agree to abide by and operate in accordance with the terms and conditions described in both documents. I agree that the sole purpose of this agreement is to regulate telework and that it does not constitute an employment contract nor an amendment to any existing contract and may be cancelled at anytime.

______________________________ ____________________
Teleworker Date

______________________________ ____________________
Supervisor Date

Attachment A

Employee Orientation Checklist

Indicate your responses in the boxes below

1. I have read the State of Georgia’s Teleworker’s Policy and understand the requirements and obligations I am expected to meet as a teleworker. ____ Yes ____ No
2. I have completed telework training. ____ Yes ____ No
3. I have completed the Work Away Information Form. ____ Yes ____ No
4. I have discussed my performance expectations with my supervisor. ____ Yes ____ No
5. I have discussed my work schedule with my supervisor. ____ Yes ____ No
6. I have received agency equipment and I have completed the agency inventory form. ____ Yes ____ No
7. I have been briefed on equipment and information security. ____ Yes ____ No
8. I have received a signed copy of my Agency Teleworking Agreement. ____ Yes ____ No

Attachment A

SAMPLE Work Schedule

The following work schedule and locations are agreed upon in support of the Agency Agreement:
Main Office (Agency) Workplace

ADDRESS: ____

PHONE NUMBER: ____

Telework Location

DESIGNATED AREA: ____

ADDRESS: ____

PHONE NUMBER: ____

Work Hours

Day	**Hours**	**Location** (T-Telework, A- Agency)
Monday	__________	________
Tuesday	__________	________
Wednesday	__________	________
Thursday	__________	________
Friday	__________	________
Saturday	__________	________
Sunday	__________	________
Daily Lunch Period	__________	________

☐ *Flexible – I am an occasional teleworker. The days I telework will be determined on an as needed basis with the approval of my supervisor.*

COMMENTS

Teleworker: ___________________________ Date: ________________________

Supervisor: ____________________________ Date: ________________________

Attachment B

Sample Teleworker Self Assessment

A successful teleworker has particular traits, a job suitable for telework, and a telework office that is conducive to work. Read each of the numbered sections below and check the box that most accurately describes you or your situation. Your self-assessment will help you decide whether telework is right for you. See the bottom of page three (3) for help in evaluating your self-assessment.

1. Successful teleworkers develop regular routines and are able to set and meet their own deadlines. Are you self-motivated, self-disciplined, and able to work independently; can you complete projects on time with minimal supervision and feedback; and are you productive when no one is checking on you or watching you work?

   ☐ Always ☐ Usually ☐ Sometimes ☐ Not really

2. Do you have strong organizational and time-management skills; are you results-oriented; will you remain focused on your work while teleworking and not be distracted by television, housework or visiting neighbors; do you manage your time and workload well, solve many of your own problems and find satisfaction in completing tasks on your own; are you comfortable setting priorities and deadlines; and do you keep your sights on results?

   ☐ Always ☐ Usually ☐ Sometimes ☐ Not really

3. Are you comfortable working alone; can you adjust to the relative isolation of working at home; will you miss the social interaction at the central office on your telework days; do you have the self-control to work neither too much nor too little; can you set a comfortable and productive pace while working at home?

   ☐ Yes ☐ No

4. Teleworkers should have a good understanding of the organization's "culture." Are you knowledgeable about your organization's procedures and policies; have you been on the job long enough to know how to do your job in accordance with your organization's procedures and policies; do you have well-established work, communication, and social patterns at the office?

   ☐ Yes ☐ No

5. Do you have an effective working relationship with coworkers; have you determined how to provide support to coworkers while working at home; and have you and your supervisor evaluated the effects of your telework days and those of your coworkers in maintaining adequate in-office communication?

   ☐ Yes ☐ No

6. Are you adaptable to changing routines and environments; have you demonstrated an ability to be flexible about work routines and environments; and are you willing to come into the central office on a regularly scheduled telework day if your supervisor, co-workers, or customers need you there?

   ☐ Yes ☐ No

Attachment B

7. Are you an effective communicator and team player; do you communicate well with your supervisor and co-workers; are you able to express needs objectively and develop solutions; and have you developed ways to communicate regularly with your supervisor and co-workers that you can use when you telework?

   ☐ Yes ☐ No

8. Current job performance is a strong indicator of your potential success as a teleworker. Consider how any problems or developmental needs evident in your last performance evaluation might affect your telework experience. Are you successful in your current position; do you know your job well; and do you have a track record of performance?

9. Do you have the right job for telework?

   ☐ Job responsibilities that can be arranged so that there is no difference in the level of service provided to the customer
   ☐ Minimal requirements for direct supervision or contact with the customer
   ☐ Low face-to face communication requirements with the ability to arrange days when communication can be handled by telephone or e-mail
   ☐ Minimal requirements for special equipment
   ☐ Ability to define tasks and work products with measurable work activities and objectives
   ☐ Ability to control and schedule work flow
   ☐ Tasks include those that could be done away from the central office such as:

   Analysis
   Auditing
   Reports
   Batch Work
   Calculating
   Data Entry
   Design Work
   Dictating
   Drafting
   Editing
   Evaluations
   Field Visits
   Graphics
   Project Management
   Reading
   Record Keeping
   Research
   Telephoning
   Work Processing
   Writing

10. Do you have an appropriate telework environment?

   ☐ A safe, comfortable work space where it is easy to concentrate on work
   ☐ The level of security required by the agency
   ☐ The necessary office equipment and software that meet agency standards
   ☐ A telephone, with a separate home office line if required, and an answering machine or voice mail
   ☐ ☐ Household members who will understand you are working and will not disturb you

Are you the right kind of worker? If your answers to Questions 1 through 8 are "Always" or "Yes," you're the kind of employee likely to be successful at telework.

Do you have the right kind of job? You should be able to check every item under question 9.

Do you have the right home environment? You should be able to check every item under Question 10.

Attachment C

Work Away

Work Space Self-Certification Checklist and Safety Guidelines for the Telework Location

---

Employee Name ____

Division____________________ **Agency**______________________________

Supervisor Name ____

Designated Telework Location______________________________________

Telework Street Address ____

Division____________________ **Agency**______________________________

Supervisor Name ____

Designated Telework Location______________________________________

Telework Street Address ____

Dear Teleworker:

The following checklist is designed to assess the overall safety of your alternate worksite. The checklist is necessary to make you aware of the need for a safe workplace that is conducive for productive work. The safety guidelines are to provide you with information to assist you with maintenance of your telework location. Please read and complete the information regarding the designated work area. Discuss with your supervisor if you have questions.

Please complete the following about the designated work area.	**Yes**	**No**
Are temperature, noise, ventilation, and lighting levels adequate for maintaining your normal level of job performance?		
Is all electrical equipment free of recognized hazards that would cause physical harm (frayed wires, bare conductors, loose wires, flexible wires running through walls, exposed wires to the ceiling)?		
Are the phone lines, electrical cords, and extension wires secured under a desk or alongside a baseboard?		
Is the office space neat, clean, and free of excessive amounts of combustibles?		

Attachment C

Safety Guidelines for the Telework Location

Participating employees should use these recommended guidelines to assist them in a survey of the overall safety and adequacy of their alternate worksite. The following recommendations do not encompass every situation that may be encountered. Employees are encouraged to obtain professional assistance with issues concerning appropriate electrical service and circuit capacity for residential worksites.

1. Always report accidents and injuries immediately to your supervisor.
2. Develop and practice a fire evacuation plan for use in the event of an emergency.
3. Check your smoke detectors regularly and replace batteries as recommended.
4. Always have a working fire extinguisher at your telework location and check the charge as recommended.
5. Computers are heavy. Always place them on sturdy, level, well maintained furniture.
6. Take the following into consideration when locating your computer:

    - Place the monitor where there will not be any noticeable glare from windows or lighting.
    - Place the monitor at a comfortable height for viewing.
    - Locate the computer keyboard and mouse at a height that does not cause wrist strain.
    - Use a surge protector and make sure all cables are grounded.

7. Always power down computers after the workday is over and always turn off all electrical equipment during thunderstorms.
8. Choose office chairs that provide good supporting backrests and allow adjustments to fit you comfortably.
9. Locate computers, phones and other electrical equipment in a manner that keeps power cords out of walkways.
10. Keep your work area clean and avoid clutter, which can cause fire and tripping hazards.

I certify that my responses to the checklist are true and complete to the best of my knowledge. I understand that any erroneous, misleading, or fraudulent information is sufficient grounds for my preclusion from teleworking. I have read the Safety Guidelines for the Telework Location and have discussed any concerns with my supervisor.

________________________________ _______________

Employee Signature Date

________________________________ _______________

Supervisor Signature Date

Work Away Information Form

Thank you for providing the following information that will be used to document the work schedules, commute savings, and environmental impact of employees participating in the Work Away initiative. For additional Work Away information, please visit www.gms.state.ga.us.

Please complete the entire form.

Last Name **First Name, Initial**	**Employee ID** **Agency Name**	**Normal Work Day** o 8 hours o 9 hours (alternate work week) o 10 hours (4 day week) o Other (explain)
Telework Status o I do not telework o Occasional Teleworker (Does not telework the same day every week) o Regular Teleworker (teleworks the same day or days every week) If you are a Regular Teleworker, please indicate your scheduled days: o Monday o Tuesday o Wednesday o Thursday o Friday o Saturday o Sunday	**Normal Commute Option** (How do you get to work?) o SOV (single occupancy vehicle) o Bicycle o Carpool o Mass Transit o Van Pool o Walk o Other How many miles do you travel to work one way (trip mileage)? How long is your commute, one way, in hours and minutes (trip time)?	**Type Vehicle Driven** o None o Subcompact Car o Compact Car o Intermediate Car o Full Size Car o Compact Pickup o Full size pickup o Compact utility o Intermediate utility o Full size utility o Mini-van o Full size van
Employee Signature		**Date**

Please update this information as necessary. Thank you for participating in Work Away!

Work Away

Telework Selection Worksheet

(May be used to help determine portable tasks.)

Teleworkable and Non-Teleworkable Tasks

Typical Tasks, or Work Requiring:	Total number of hours per week normally spent on task	Number of hours per week tasks could be done at home
✍ Auditing reports		
✍ Conducting business by phone		
✍ Analyzing data		
✍ Conceptualizing, reading and writing		
✍ Planning or scheduling		
✍ Meetings that must be face-to-face		
✍ Meetings that are currently face-to-face but which can be conducted by phone		
✍ Computer		
✍ Copier/Fax		
✍ Stationary or bulky files or reference materials		
✍ Other non-movable office equipment		
✍ Other job tasks		
✍		
✍		

GEORGIA GMS MERIT SYSTEM

Training Course Evaluation

Circle course(s).

TELEWORKER TELEMANAGER

Training Date: _______________ Presenter: _____________________

Indicate your response to the following by providing a check below the statement that best describes your opinion:

a. The telework training objectives were met..

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

b. The telework training materials helped my understanding of telework.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

c. The telework trainer helped my understanding of telework.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

d. The telework training activities helped my understanding of telework.

Very Effective	Effective	Somewhat Effective	Less Effective than desired	Not Effective

6. What information or materials did you find the most helpful?

7. What information or materials did you find the least helpful?

8. Please provide any additional comments and improvement suggestions below.

We appreciate your comments and suggestions. Thank you for your input.